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ABSTRACT

Improving the quality of management is widely cited as one of the keys to school improvement. In the United Kingdom, the Teacher Training Agency (TTA) identifies the quality of management at the headteacher and middle-management levels as an essential area for development. This book supports the personal and professional development required for making the transition from classroom teacher to middle manager. The chapters, arranged in 5 parts, draw on the contributors' experiences as middle managers, researchers, and teachers working with schools on school-improvement issues. Chapters include the following: (1) "Middle Management at the Centre of School Improvement" (Ian Terrell); (2) "Competence, Reflection, and Improvement" (Ian Terrell); (3) "The Wider Contribution to the Teacher Profession" (Marilyn Leask); (4) "Values, Beliefs, Vision: Where Do You Stand?" (Marilyn Leask, Ian Terrell, and Gill Venn); (5) "The Nature of Organisations" (Ian Terrell); (6) "International Perspectives" (Australia: Laurie Wheldon; The Netherlands: Bert Creemers; Norway: Trond Hauge; Singapore: Low Guat Tin and Lim Lee Hean; Sweden: Mikael Alexandersson and Rolf Lander; USA: Doris Henry; Ghana: I. T. Oferi; Israel: Batia Brauner); (7) "Leadership from the Middle" (Ian Terrell); (8) "Getting the Best Out of Your Staff" (Ian Terrell); (9) "Talking About Good Teaching and Learning" (Gill Venn); (10) "Raising Attainment Through Improving Teaching and Learning" (Ian Terrell, Kath Terrell, and Steve Rowe); (11) "Turning Your Vision to Action: The Planning Process" (Marilyn Leask); (12) "Keeping Up the Momentum: Evaluating and Monitoring Your Plans" (Marilyn Leask); (13) "Making Time for Management" (Ian Terrell and Kath Terrell); (14) "Administration" (Marilyn Leask); (15) "Finance and Material Resources" (Paul Tompkins); (16) "The Selection of Staff" (Kath Terrell); and (17) "Your Future" (Marilyn Leask). The appendix contains principles of effective teaching and learning from the Queensland (Australia) Department of Education. An index, 15 figures, and 29 tables are included. (Contains 190 references.) (LMI)

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